

# HOMELESS YOUTH TASKFORCE STRATEGIC PLAN OUTLINE

# Overview

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## Mission Statement

The Homeless Youth Taskforce Provides a voice for struggling and underprivileged youth by collaborating and creating partnerships with community stakeholders to identify needs and find solutions to ensure our youth can achieve a successful and independent lifestyle.

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## Statement of Need

In January 2017, the Homeless Youth Taskforce (HYTF) began the process of creating a three-year strategic plan to provide a blueprint for carrying out their purpose of improving the lives of San Bernardino County children.

This strategic plan is meant to be a living document to guide and support the continuous efforts of the HYTF.

On January 17, 2017, a needs assessment was conducted, and it was determined the strategic plan would meet the following objectives:

- Create a HYTF Mission Statement
  - Establish a group vision
  - Assess the current reality of the group
  - Pinpoint group goals
  - Establish strategic directions
  - Create an implementation plan
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# Strategic Planning Summary

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## Overview

On May 17, 2017, HYTF members convened to conduct a program analysis in preparation to compose a strategic plan. The group drafted a mission statement to clarify their job (what the HYTF does, who they do it for, and how they do it), as well as a ‘vision for success’ to establish what successful execution of the mission would look like. The group used the Strengths, Weaknesses, Opportunities and Threats (SWOT)<sup>1</sup> method to illuminate program gaps and get a clear picture of the ‘current reality’ of the group.

On June 21, 2017, HYTF members convened to move forward with strategic planning efforts. This session served to bridge the gap between the vision for success and current reality, as established by the SWOT analysis conducted during the previous session.

This session also established areas of focus, refining them into seven (7) strategic directions. For each of these strategic directions, HYTF members elaborated/expanded on the goals associated with each and identified key stakeholders who would be essential to coordination and action planning for each direction.

On August 16, 2017, HYTF members convened to begin coordination of the strategic directions. During this session, the strategic directions and associated goals were reviewed and actionable tasks were identified for each, creating an implementation plan. This process led to the combination of Asset Mapping and Housing Resources into one (1) direction, reducing the total number of strategic directions to six (6). Additionally, a final, measureable outcome was identified for each direction to provide successful progress toward the strategic direction.

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## Strategic Directions

The six (6) strategic directions include the following:

1. Financial Resources
  2. Communication
  3. Asset Mapping and Housing Resources
  4. Youth Involvement
  5. Employment Resources
  6. Outreach and Engagement
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<sup>1</sup> Raw data collected during the SWOT Analysis is included in the Appendix

# 1. Financial Resources

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**Implementation** The following chart describes the implementation timeline.

Phase	Action	Implementation Month
Launch	<ul style="list-style-type: none"><li>• Meet with new CEO of Children’s Fund</li><li>• Add “Grants” as an agenda item to HYTF meeting</li></ul>	September 2017
1.1	Present to Children’s Fund Board	September 2017
1.2	Advocate with COC to prioritize homeless youth	November 2017
1.3	Engage Funder Alliance to promote homeless youth programs	December 2017
1.4	Create scholarship clearinghouse	January 2018
Success Measure	<ul style="list-style-type: none"><li>• Live online scholarship clearinghouse</li><li>• Increased services and resources for homeless youth from inside and outside sources (public and private)</li></ul>	Ongoing Goal

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**Champion** Molly Wiltshire- 3<sup>rd</sup> District

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**Key Stakeholders** The Key Stakeholders include the following:

- Kent Paxton- 5<sup>th</sup> District Homeless Policy Advisor
- Children’s Fund representative (CF)
- Children’s Network representative (CN)
- Tom Hernandez- Office of Homeless Services (OHS)
- Darryl Evey- Our House
- Brenda Dowdy- San Bernardino County Superintendent of Schools Communication Dept. (SBCCS)
- Andre Bossieux- TAY Center

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## 2. Communication

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**Implementation** The following chart describes the implementation timeline.

Phase	Action	Implementation Month
Launch	Post HYTF meeting notices on Office of Homeless Services website	September 2017
2.1	Recreate homeless youth resource guide	Nov-Dec 2017
2.2	Promote awareness of youth survey via press release	Jan-March 2018
2.3	Invite media quarterly to HYTF meetings to promote awareness	July 2018
Success Measure	<ul style="list-style-type: none"><li>• Increased financial support</li><li>• Increased meeting participation</li><li>• Decrease in youth homelessness</li></ul>	Ongoing Goal

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**Champion(s)** Brenda Dowdy- San Bernardino County Superintendent of Schools

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**Key Stakeholders** The Key Stakeholders include the following:

- Department of Behavioral Health Public Information Officer (DBH PIO)
  - Molly Wiltshire – 3<sup>rd</sup> District
  - Youth Representative(s)
  - Health and Human Services PIO (HSS PIO)
  - Child Abuse Prevention Coordinator from CN
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### 3. Asset Mapping and Housing Resources

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**Implementation** The following chart describes the implementation timeline.

Phase	Action	Implementation Month
Launch	Create date and time to meet on sublevel	September 2017
3.1	Invite R.R.H. stakeholders to the table	September 2017
3.2	Data collection for directory	Sept-Oct 2017
3.3	Identify gaps in services	November 2017
3.4	Identify providers	November 2017
3.5	Organize data through sub-group/eligibility	Nov-Dec 2017
3.6	Design of handouts/flyers/physical directory	Jan-March 2018
3.7	Collaborate on how to create web presence	April-June 2018
3.8	Coordinate updates to directory	July-Sept 2018
Success Measure	<ul style="list-style-type: none"><li>• Develop/Complete web-based service directory</li><li>• Develop ESRI App for homeless youth</li><li>• Make “Pathways Network” available to homeless youth</li></ul>	Ongoing Goal

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**Champion(s)**

- Kent Paxton- 5<sup>th</sup> District Homeless Policy Advisor
- Cameron Griffin

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**Key Stakeholders** The Key Stakeholders include the following:

- Representative from 211
- Youth Representatives from all regions
- Stephanie Congdon – Autism Society
- Andre Bossieux – TAY Center
- Brenda Dowdy – SBCSS
- Molly Wiltshire – 3<sup>rd</sup> District
- Housing Authority Representative
- Doug Fazekas – Community Development and Housing (CDH)
- Shannon and Andrea from Housing and Employment
- Pathways Representative (coordinated entry)
- Legislative Affairs Representative from the San Bernardino County Administrative Offices (CAO)

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## 4. Youth Involvement

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**Implementation** The following chart describes the implementation timeline.

Phase	Action	Implementation Month
Launch	Vote on a more youth friendly meeting time	September 2017
4.1	Move an initiative from HYTF to County adoption	September 2017
4.2	Create and agenda item by youth	Sept-Oct 2017
4.3	Youth field trip to County Supervisor meeting	April 2018
Success Measure	<ul style="list-style-type: none"><li>• Having youth at every meeting</li><li>• Having youth run a HYTF meeting</li></ul>	Ongoing Goal

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**Champion(s)** Derek King

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**Key Stakeholders** The Key Stakeholders include the following:

- Youth Representative(s)
  - Andre Bossieux – TAY Center
  - Molly Wiltshire – 3<sup>rd</sup> District
  - Brenda Dowdy – SBCSS
  - Liz Kirkland
  - TAY Supervisors from all regions
  - Devin Baze – Our House
  - Children’s Network Event Coordinator
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## 5. Employment Resources

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**Implementation** The following chart describes the implementation timeline.

Phase	Action	Implementation Month
Launch	Invite Key Stakeholders to September meeting	September 2017
5.1	Involve youth in advocating to service groups	November 2017
5.2	Advertise local career opportunities for youth	January 2018
5.3	Promote hiring of youth within partner organizations	April 2018
Success Measure	<ul style="list-style-type: none"><li>• Increase employment opportunities for youth.</li><li>• Have employers involved in the HYTF</li></ul>	Ongoing Goal

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**Champion** Devin Baze – Our House

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**Key Stakeholders** The Key Stakeholders include the following:

- Ricardo Canoba – Workforce Development (WFD)
  - DBH Representative
  - CHD Representative
  - Job Corp Representative
  - DOR Representative
  - ASIE Representative
  - Brenda Dowdy – SBCSS
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## 6. Outreach and Engagement

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**Implementation** The following chart describes the implementation timeline.

Phase	Action	Implementation Month
Launch	Invite Key Stakeholders to meeting (ex. Dolores D., Robert H., Job Corps, Valley College, PAL Center)	Sept-Oct 2017
6.1	Work with Riverside County TAY Homeless Youth programs	2019
Success Measure	Adding four (4) agencies per year	Ongoing Goal

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**Champion(s)** Shonie Perry – San Bernardino County Superintendent of Schools

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**Key Stakeholders** The Key Stakeholders include the following:

- Liz Kirkland
  - Ricardo Canoba – WFD
  - Andre Bossieux – TAY Center
  - Edwin Johnson
  - Rhonda Wolfe – TAD
  - Chris Morton – DBY
  - Children’s Network Representative
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## Recommendations and Next Steps

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**Recommendations** The strategic plan is a living document that should serve as a guide for the group moving forward to accomplish their mission and goals. Therefore, it is recommended the HYTF reviews the plan often and make adjustments as necessary based on current reality, available resources, and scope of power. With this in mind, the group should remain flexible to possible changes in the prioritization of the strategic directions and additions/edits to the implementation plans for each direction.

It is recommended the HYTF invites the essential key stakeholders to participate to provide the support and resources necessary to act on the plan.

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**Next Steps** The next steps should include the following:

- Calendar Strategic Plan action items and assign duties/actions to HYTF members.
- Champions report out to the group on the progress of implementation on a regular basis.
- Review plan on a regular basis (quarterly or yearly) and revise as necessary.
- Complete update of plan every 3-5 years.

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## Appendix I: SWOT Analysis Data

**Process** The group participated in a facilitated SWOT analysis. The areas of the SWOT are:

- **Strengths** – What does the HYTF do well? What is working that the group is doing?
- **Weaknesses** – What is not working well? What areas could the group improve on?
- **Opportunities** – What are elements outside of the group that could help the group accomplish their mission?
- **Threats** – What are elements outside of the group that are blocking the group for accomplishing their mission?

Each area of the SWOT analysis and the elements identified were considered, discussed, and clarified by the entire group before moving onto the next item.

Strengths	Weaknesses	Opportunities	Threats
Increased peer engagement	Not knowing what the HYTF does	Obtaining funders	Policies on all levels
Local Government presence	Not enough key stakeholders at the table	Training/workshops	Denying the problem
Commitment to the cause/goal	Lack of transportation	Mobile dental hygiene services	Probation and/or drugs
Youth voice “Nothing about us without us”	Not enough participation	Take advantage of TAY Center	Lack of security Security training
Positive problem solving amongst passionate partners	Resistance from cities	Accessing stakeholder assets	Lack of city/county support
Increase awareness/communication amongst the systems	Not enough after school/support groups	CAPP dollar matching	People who aren’t passionate about their jobs
Building trust with youth	Marketing (social media)	Community events	Communication
Create an open environment for youth	Lack of high school awareness for TAY	Redlands Market Night	Stable Housing
Collaboration, resources, knowledge, open to ideas	Lack of TAD expertise/representation	More policy makers involvement	Stigma
Develop leadership	Less talking more doing	High School referrals	Lack of awareness
Genuine care and concern for at risk youth	Devote more time to cause	Lobbying at all levels	Elected Officials Casting votes

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Inclusive of all kinds of people	Lack of access to emergency shelter for youth in all areas of the county	Increased marketing/awareness of homeless pop. and their needs	N.I.M.B.Y. attitudes and stigma
Identifying our at risk youth	Lack of knowledge of who/what are the funding resources	Youth participation in state and national conferences	Disbanding of the HYTF
Providing group activities	Not having enough youth for outreach (peer to peer)	Promote programs, outreach, and partner with law/legal aid	Lack of peer support
Homeless youth public speaking	Lack of beds available for at risk teens	Prevention programs to diminish cycle	Loss of interest
Respond quickly and accurately	Lack of community buy in/acknowledgement	Reduced public transportation cost for homeless youth	Loss of funding
Law enforcement and at risk youth awareness	Need more revenue/funding for innovative programs regarding TAY	Opportunities to help at risk teens from making wrong decisions	Homeless youth who don't want to be helped
Organizing and goal setting	Need to work on respect/approach	Youth testimonials to civic/business groups	Loss of vision
Creating and fostering collaborative partnerships	Inconsistent attendance by stakeholders and community partners	Add partners (TAD, sponsorships, employment, housing, transportation, etc.)	
Aiding in housing resources	Lack of resources county wide	Collecting info about homeless youth	
Consistent attendance from community partners	Lack of cooperation with at risk youth	Applying for more grants (government and foundations)	
Trainings- give all facilities a chance to be familiar with each other, so they refer each other to youth in need.	Lack of Transitional Housing for homeless youth in all areas of the county	Engaging city mayors' offices to send representatives to HYTF and/or participated in events and activities	
Raise money with various activities	Lack of activity sponsorships	Social media	

Strengths	Weaknesses	Opportunities	Threats
	Finding proper care for tends with severe disabilities	Walk-a-thon: TAY	
	Lack of partners from employment/job training agencies (i.e. Job Corps, employers)		
	More community event booths		

## Appendix II: Strategic Directions and Objectives Data

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**Summary** Following the SWOT analysis, participants were asked to think of ways to leverage the strengths and opportunities available to the HYTF and to strengthen weaknesses/mitigate threats faced by the HYTF. Their ideas fell into seven (7) categories or “Strategic Directions”, which will provide focus for the Strategic Plan moving forward.

The participants also prioritized the Strategic Directions. These (along with the related objectives) are listed below from high to low.

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**Financial Resources/Lead Agency**

- Stipends for youth
  - Speak
  - Advocate
- Develop scholarships for our youth
- Grant writing for funding
- Collaborating with non-profits and fundraising

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**Communication**

- PSA campaign/resource fair (increase awareness)
- Invite media to more meetings for increased awareness
- Feed the homeless and talk to them about the help available
- Raise awareness about the TAY Center
- Staple flyers about the HYTF all around town
- Put an ad in the paper to promote awareness
- Create press releases

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**Asset Mapping**

- Focus on needs/issues homeless youth face – They often do not have access to the same resources TAY youth have
- Identify providers and memorialize them
- Identify and increase essential after-hours services
- Create a web-based resource directory
- Map available resources and identify needs and gaps by region

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**Housing Resources**

- Define and identify permanent and supportive housing
- Invite developers to strategic planning sessions on permanent supportive housing
- Offer more education on how to open stable housing
- Collaborate with housing authority to give youth access to housing

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## Appendix II: Strategic Directions and Objectives Data, Continued

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### Youth Involvement

- Make an excuse-free environment
  - Hold TAY group about the HYTF
  - Create an environment for youth. Let them do activities they make up
  - Awareness/Youth voices at all levels of government
  - Encourage youth to speak about help they have received
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### Employment Resources

- Attend field trips for career interests (research projects)
  - Consult with group and taskforce about alternative job training resources
  - Job fairs
  - Work with other key stakeholders for job skills
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### Outreach and Engagement

- Identify specific HYTF members for specific tasks
  - Invite educational institutions to strategic planning sessions
  - Invite representative from Job Corps
  - Contact Rhonda Wolfe from the Transitional Assistance Department (TAD)
  - Contact nonprofits serving the homeless for referrals
  - Contact local high schools' Gay Straight Alliances (GSA)
  - Contact county for housing and employment services
  - Contact local LGBT centers
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## Participants

## HYTF Strategic Planning

Date: August 16, 2017

Location: One Stop Transitional Age Youth Center (TAY)

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## Participants, Continued

## HYTF Strategic Planning

Date: August 16, 2017

Location: One Stop Transitional Age Youth Center (TAY)

[illegible]

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## Participants, Continued

## HYTF Strategic Planning

Date: August 16, 2017

Location: One Stop Transitional Age Youth Center (TAY)

[illegible]